



Employment Equity REPORT 2003

Saskatchewan Human Rights Commission

EQUITY

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Saskatchewan Human Rights Commission EMPLOYMENT EQUITY REPORT 2003

New programs for a new reality

This year will see a dramatic transformation of the Saskatchewan Human Rights Commission's approach to equality in the workplace. The Commission will make major changes to the content and focus of equity initiatives, based on its 2002-2003 review of special programs. The Commission's discussion paper on special programs, *Towards a Culture of Equality, Inclusion and Respect* (October 2002), is available from the Commission's Web site.

The Commission will also develop new ways of reporting progress, generating dialogue, and sharing information and best practices. Both provincial data combining the totals from all equity sponsors, as well as reports from each sponsor, are now posted to the Commission's new equity Web site as one of many resources offered to equity practitioners and the public at large.

What's in this report

This report provides a statistical overview of the progress of employers with approved equity plans. Table A shows the overall representation of equity groups in the workforce of each employer, over a five-year period. Table B shows the representation of equity groups in senior and middle management. With some exceptions, the tables reflect the sponsor reports received by the Commission by September 23, 2003.

This report limits itself to a summary of statistics provided by individual employers. Qualitative indicators of success are equally important, because successful retention is critical to the development of a representative work force. We invite readers to browse through the reports of individual sponsors, posted on the Commission's equity site, for descriptions of their strategies to create welcoming work environments.

Background and definitions

Section 47 of *The Saskatchewan Human Rights Code* gives the Commission authority to promote equality in the workplace by approving special programs. The Commission uses the term "sponsor" to refer to employers with approved plans. There are currently 37 approved plans, in sponsor workplaces employing over 42,000 individuals in the province.

To date, the Commission has approved equity plans for four groups: Aboriginal people, persons with disabilities, visible minorities, and women in management and nontraditional occupations. Statistical and other evidence shows that these groups experience disadvantages in the workplace. The Commission is open to the possibility that equity initiatives can be justified for other groups as well, and will address this question in future reports on its special programs review.

Setting Goals and Measuring Progress

The guiding principle of employment equity is that the workforce should reflect the working age population as a whole. All groups should be able to access the full benefits of employment and make a full contribution to Saskatchewan's social and economic well being. This principle also expresses the long-term goal of employment equity, and offers one method of measuring progress towards it.

The Commission encourages equity employers to pursue the long-term goal of full representation, while at the same time developing short and mid-term strategies for achieving progress. The Commission approves special measures to increase the representation of equity groups so long as those groups are underrepresented in a particular workplace and job classification.

One key indicator of success is a statistical snapshot of the workforce that compares its make-up to that of the community as a whole. With regard to the long-term goals or "targets" of employment equity, the Commission accepts the most recent data of Statistics Canada. Reports based on the 2001 census are still being released; as a result, the Commission will not update its own picture of a representative workforce until early 2004. Until that time, the Commission will continue to use its current long-term goals, as set out in the following table.

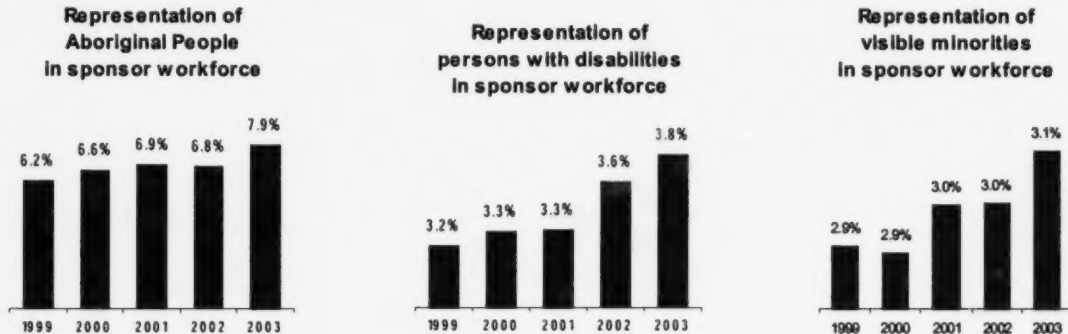
Equity Group	Representative Workforce
Women	45.0 %
Aboriginal People	12.2 %
People with Disabilities	9.7 %
Visible Minorities	
Saskatchewan	2.8 %
Regina	5.4 %
Saskatoon	5.2 %

Note on women as an equity group

Historically, women have been underrepresented in management and "non-traditional" areas such as trades, technology and certain professions. Table B shows the overall participation of women in management positions in the sponsor workforce. However, it is impossible to provide a comparable overview of women in non-traditional occupations because each employer establishes its own occupational categories. For information on how women are faring in particular classifications, we refer the reader to the sponsors' individual reports. Any job classification in which women represent less than 45 percent of employees can be considered one in which women are underrepresented.

Progress of the equity groups

The bar graphs below illustrate sponsor progress over the past five years. As noted in the preceding section, however, the experience of women in non-traditional occupations cannot be charted because of differences between individual employers.



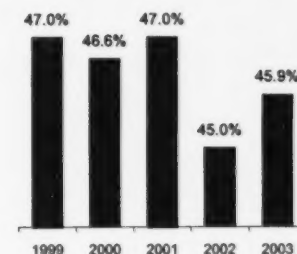
Notes

1. Women are considered a designated group in occupational classifications where their representation is lower than 45 percent.
2. Statistics Canada's 1991 Health and Activity Limitation Survey shows that people with moderate to severe disabilities make up 9.7% of Saskatchewan's working age population. In most cases, these individuals require job accommodation. In April 1998, the Commission adopted a definition of disability to be used by all employers with approved equity plans. See SHRC policy on the SHRC equity website: www.gov.sk.ca/shrc/equity.
3. The Saskatchewan Human Rights Commission adopts, in principle, the definition of visible minorities used in the federal Employment Equity Act. See SHRC policy on the SHRC equity website: www.gov.sk.ca/shrc/equity.
4. For more details, see the SHRC policy definition of Aboriginal people on the SHRC equity website: www.gov.sk.ca/shrc/equity.

APPENDIX A – WOMEN

	TOTAL WORKFORCE					WOMEN					PERCENT				
	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003
Employers											Representative goal:				45%
City of Prince Albert	370	402	394	340	302	97	178	176	127	96	26.2%	44.3%	44.7%	37.4%	31.8%
City of Regina	1655	2373	2279	2264	2293	447	723	679	662	656	27.0%	30.5%	29.8%	29.2%	28.6%
City of Saskatoon	2354	2469	2470	2459	2399	828	826	893	898	837	35.2%	33.5%	36.2%	36.5%	34.9%
Crown Investments Corporation	66	66	74	74	81	36	35	41	44	49	54.5%	53.0%	55.4%	59.5%	60.5%
Government of Saskatchewan	13295	12916	13021	13386	10477	7142	6805	6895	6293	5211	53.7%	52.7%	53.0%	47.0%	49.7%
John Howard Society	33	36	N/A	N/A	25	23	25	N/A	N/A	17	69.7%	69.4%	N/A	N/A	68.0%
Law Society of Saskatchewan		20	22	22.7	22.7		16	15	15.2	18.2		80.0%	68.2%	67.0%	80.2%
Northlands College	112	112	113	150	172	70	69	71	84	103	62.5%	61.6%	62.8%	56.0%	59.9%
Parkland Regional College				72	77				60	61				83.3%	79.2%
P.A. Co-operative Health Centre	88	72	99	112	138	74	61	86	99	97	84.1%	84.7%	86.9%	88.4%	70.3%
Regina Police Service-Civilian	147	114	123	125		110	87	95	98		74.8%	76.3%	77.2%	78.4%	
Regina Police Service-Officers	319	324	328	317	484	43	47	52	55	165	13.5%	14.5%	15.9%	17.4%	34.1%
Regina Public School Division	2025	2036	2037	2070	2087	1383	1399	1395	1445	1460	68.3%	68.7%	68.5%	69.8%	70.0%
Regina Women's Community Centre	6	8	7	6	6	6	8	7	6	6	100.0%	100.0%	100.0%	100.0%	100.0%
Saskatoon Community Clinic	134	127	128	133	132	121	114	114	119	122	90.3%	89.8%	89.1%	89.5%	92.4%
Saskatoon Police Service					386					80					20.7%
SaskEnergy	994	1000	984	1014	993	381	383	383	400	392	38.3%	38.3%	38.9%	39.4%	39.5%
SaskPower	2250	2438	2452	2738	2736	582	648	688	778	754	25.9%	26.6%	28.1%	28.4%	27.6%
SaskTel	4653	4665	4246	4186	4315	2303	2318	2087	2039	2127	49.5%	49.7%	49.2%	48.7%	49.3%
SGS	1610	1624	1588	1594	1613	874	892	876	884	899	54.3%	54.9%	55.2%	55.5%	55.7%
SIASST			1825	1927	1813			980	1003	964			53.7%	52.0%	53.2%
SK Communications Network	21	22	22	24	26	10	11	12	11	11	47.6%	50.0%	54.5%	45.8%	42.3%
SK Crop Insurance Corporation	526	516	484	506	479	200	201	133	207	196	38.0%	39.0%	27.5%	40.9%	40.9%
SK Gaming Corporation	425	584	607	N/A	752	216	307	317	N/A	400	50.8%	52.6%	52.2%	N/A	53.2%
SK Human Rights Commission	31	35	33	39	34	25	26	26	31	27	80.6%	74.3%	78.8%	79.5%	79.4%
SK Legal Aid Commission	135	136	141	136	143	92	94	98	96	99	68.1%	69.1%	69.5%	70.6%	69.2%
SK Liquor and Gaming Authority					1010					574					N/A
SK Opportunities Corporation	55	73	90	107	74	22	32	35	45	33	40.0%	43.8%	38.9%	42.1%	44.6%
SK Research Council	235	213	217	207	205	112	98	96	97	96	47.7%	46.0%	44.2%	46.9%	46.8%
SK Teachers' Federation	87	91	89	99	95	61	65	65	75	69	69.9%	71.4%	73.0%	75.8%	72.6%
SK Water Corporation	241	237	229	239	75	52	60	55	60	17	21.6%	25.3%	24.0%	25.1%	22.7%
SK Watershed Authority	21	20	26	25	179	11	12	15	14	53	52.4%	60.0%	57.7%	56.0%	29.6%
SPMC	1068	1080	1093	1038	1024	403	410	425	405	360	37.7%	38.0%	38.9%	39.0%	35.2%
STC	247	246	234	237	233	62	58	54	55	52	25.1%	23.6%	23.1%	23.2%	22.3%
The Co-operators	429	468	507	551	563	346	375	402	416	445	80.7%	80.1%	79.3%	75.5%	79.0%
University of Regina	1018	1060	1089	1144	1187	515	543	563	591	599	50.6%	51.2%	51.7%	51.7%	50.5%
University of Saskatchewan	3955	3910	4010	3892	3862	1887	1874	2005	1959	1958	47.7%	47.9%	50.0%	50.3%	50.7%
Weyerhaeuser Saskatchewan	1159	1145	1649	1818	1658	155	142	245	309	264	13.4%	12.4%	14.9%	17.0%	15.9%
TOTAL	39764	40638	42710	43052	42151	18689	18942	20079	19353	19367	47.0%	46.6%	47.0%	45.0%	45.9%

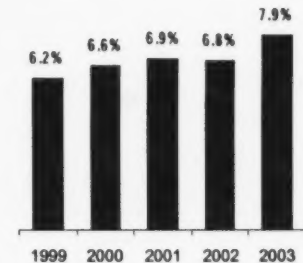
**Representation of women
in sponsor workforce**



APPENDIX A - ABORIGINAL PEOPLE

EMPLOYERS	TOTAL WORKFORCE					ABORIGINAL PEOPLE					PERCENT				
	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003
											Representative goal: 12.2%				
City of Prince Albert	370	402	394	340	302	50	56	53	23	32	13.5%	13.9%	13.5%	6.8%	10.6%
City of Regina	1655	2373	2279	2264	2293	76	179	185	188	182	4.6%	7.5%	8.1%	8.3%	7.9%
City of Saskatoon	2354	2469	2470	2470	2399	163	152	172	200	206	6.9%	6.2%	7.0%	8.1%	8.6%
Crown Investments Corporation	66	66	74	74	81	1	2	4	4	4	1.5%	3.0%	5.4%	5.4%	4.9%
Government of Saskatchewan	13295	12916	13021	13386	10477	1112	1116	1172	1308	1070	8.4%	8.6%	9.0%	9.8%	10.2%
John Howard Society	33	36	N/A	N/A	25	4	5	N/A	N/A	4	12.1%	13.9%	N/A	N/A	16.0%
Law Society of Saskatchewan		20	22	22.7	22.7		0	1	0.5	1		0.0%	4.5%	2.2%	4.4%
Northlands College	112	112	113	150	172	28	31	44	65	82	25.0%	27.7%	38.9%	43.3%	47.7%
Parkland Regional College				72	77				1	3				1.4%	3.9%
P.A. Co-operative Health Centre	88	72	99	112	138	19	16	17	21	27	21.6%	22.2%	17.2%	18.8%	19.6%
Regina Police Service-Civilian	147	114	123	125	484	5	2	4	4	33	3.4%	1.8%	3.3%	3.2%	6.8%
Regina Police Service-Officers	319	324	328	317		29	30	28	28		9.1%	9.3%	8.5%	8.8%	
Regina Public School Division	2025	2036	2037	2070	2087	98	106	112	123	137	4.8%	5.2%	5.5%	5.9%	6.6%
Regina Women's Community Centre	6	8	7	6	6	2	2	2	2	2	33.3%	25.0%	28.6%	33.3%	33.3%
Saskatoon Community Clinic	134	127	128	133	132	9	13	10	12	13	6.7%	10.2%	7.8%	9.0%	9.8%
Saskatoon Police Service					386					27					7.0%
SaskEnergy	994	1000	984	1014	993	57	61	63	88	91	5.7%	6.1%	6.4%	8.7%	9%
SaskPower	2250	2438	2452	2738	2736	62	53	85	95	95	2.8%	2.2%	3.5%	3.5%	3.5%
SaskTel	4653	4665	4246	4186	4315	116	161	160	186	209	2.5%	3.5%	3.8%	4.4%	4.8%
SGI	1610	1624	1588	1594	1613	99	114	115	122	133	6.1%	7.0%	7.2%	7.7%	8.2%
SIAST			1825	1927	1813			31	72	67			1.7%	3.7%	3.7%
SK Communications Network	21	22	22	24	26	1	1	1	1	1	4.8%	4.5%	4.5%	4.2%	3.8%
SK Crop Insurance Corp'n.	526	516	484	506	479	7	7	5	7	8	1.3%	1.4%	1.0%	1.4%	1.7%
SK Gaming Corporation	425	584	607	N/A	752	216	297	319	N/A	386	50.8%	50.9%	52.6%	N/A	51.3%
SK Human Rights Commission	31	35	33	39	34	4	5	3	6	4	12.9%	14.3%	9.1%	15.4%	11.8%
SK Legal Aid Commission	135	136	141	136	143	11	10	13	13	14	8.1%	7.4%	9.2%	9.6%	9.8%
SK Liquor and Gaming Authority					1010					55					5.4%
SK Opportunities Corporation	55	73	90	107	74	2	4	2	3	2	3.6%	5.5%	2.2%	2.8%	2.7%
SK Research Council	235	213	217	207	205	9	8	8	4	6	3.8%	3.8%	3.7%	1.9%	2.9%
SK Teachers' Federation	87	91	89	99	95	6	6	6	5	5	6.9%	6.6%	6.7%	5.1%	5.3%
SK Water Corporation	241	237	229	239	75	4	4	4	6	4	1.7%	1.7%	1.7%	2.5%	5.3%
SK Watershed Authority	21	20	26	25	179	0	0	0	0	2	0.0%	0.0%	0.0%	0.0%	1.1%
SPMC	1068	1080	1093	1038	1024	72	39	56	56	75	6.7%	3.6%	5.1%	5.4%	7.3%
STC	247	246	234	237	233	8	14	16	17	21	3.2%	5.7%	6.8%	7.2%	9.0%
The Co-operators	429	468	507	551	563	17	16	18	16	16	4.0%	3.4%	3.6%	2.9%	2.8%
University of Regina	1018	1060	1089	1144	1187	14	26	32	33	37	1.4%	2.5%	2.9%	2.9%	3.1%
University of Saskatchewan	3955	3910	4010	3892	3862	45	53	63	68	69	1.1%	1.4%	1.6%	1.7%	1.8%
Weyerhaeuser Saskatchewan	1159	1145	1649	1818	1858	100	109	144	171	204	8.6%	9.5%	8.7%	9.4%	12.3%
TOTAL	39764	40638	42710	42723	42151	2446	2698	2948	2925.5	3327	6.2%	6.6%	6.9%	6.8%	7.9%

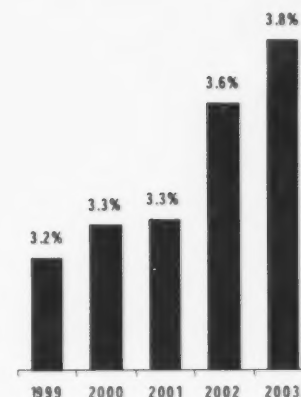
**Representation of
Aboriginal People
in sponsor workforce**



APPENDIX A - PERSONS WITH DISABILITIES

EMPLOYERS	TOTAL WORKFORCE					PERSONS WITH DISABILITIES					PERCENT				
	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003
											<i>Representative goal:</i>				9.7%
City of Prince Albert	370	402	394	340	302	6	7	3	5	5	1.6%	1.7%	0.8%	1.5%	1.7%
City of Regina	1655	2373	2279	2264	2293	173	195	148	148	139	10.5%	8.2%	6.5%	6.5%	6.1%
City of Saskatoon	2354	2469	2470	2470	2399	69	56	158	143	150	2.9%	2.3%	6.4%	5.8%	6.3%
Crown Investments Corporation	66	66	74	74	81	4	4	5	5	4	6.1%	6.1%	6.8%	6.8%	4.9%
Government of Saskatchewan	13295	12916	13021	13386	10477	340	356	370	389	323	2.6%	2.8%	2.8%	2.9%	3.1%
John Howard Society	33	36	N/A	N/A	25	1	2	N/A	N/A	0	3.0%	5.6%	N/A	N/A	0.0%
Law Society of Saskatchewan		20	22	22.7	22.7		2	0	0	0		10.0%	0.0%	0.0%	0.0%
Northlands College	112	112	113	150	172	3	5	9	3	4	2.7%	4.5%	8.0%	2.0%	2.3%
Parkland Regional College				72	77				6	8				8.3%	10.4%
P.A. Co-operative Health Centre	88	72	99	112	138	5	5	4	7	5	5.7%	6.9%	4.0%	6.3%	3.6%
Regina Police Service-Civilian	147	114	123	125	484	3	1	1	1	11	2.0%	0.9%	0.8%	0.8%	2.3%
Regina Police Service-Officers	319	324	328	317		4	7	7	8		1.3%	2.2%	2.1%	2.5%	
Regina Public School Division	2025	2036	2037	2070	2087	40	45	44	43	44	2.0%	2.2%	2.2%	2.1%	2.1%
Regina Women's Community Centre	6	8	7	6	6	1	1	1	1	0	16.7%	12.5%	14.3%	16.7%	0.0%
Saskatoon Community Clinic	134	127	128	133	132	9	6	11	12	7	6.7%	4.7%	8.6%	9.0%	5.3%
Saskatoon Police Service					386					12					3.1%
SaskEnergy	994	1000	984	1014	993	21	24	22	38	37	2.1%	2.4%	2.2%	3.7%	3.7%
SaskPower	2250	2438	2452	2738	2736	77	34	30	38	37	3.4%	1.4%	1.2%	1.4%	1.4%
SaskTel	4653	4665	4246	4186	4315	163	230	203	220	215	3.5%	4.9%	4.8%	5.3%	5.0%
SGI	1610	1624	1588	1594	1613	144	145	149	142	121	8.9%	8.9%	9.4%	8.9%	7.5%
SIASST			1825	1927	1813			22	61	62			1.2%	3.2%	3.4%
SK Communications Network	21	22	22	24	26	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
SK Crop Insurance Corp.	526	516	484	506	479	3	5	7	6	7	0.6%	1.0%	1.4%	1.2%	1.5%
SK Gaming Corporation	425	584	607	N/A	752	8	16	18	N/A	39	1.9%	2.7%	3.0%	N/A	5.2%
SK Human Rights Commission	31	35	33	39	34	3	4	3	5	7	9.7%	11.4%	9.1%	12.8%	20.6%
SK Legal Aid Commission	135	136	141	136	143	10	10	10	9	10	7.4%	7.4%	7.1%	6.6%	7.0%
SK Liquor and Gaming Authority					1010					34					3.4%
SK Opportunities Corporation	55	73	90	107	74	0	2	2	2	2	0.0%	2.7%	2.2%	1.9%	2.7%
SK Research Council	235	213	217	207	205	1	1	4	3	3	0.4%	0.5%	1.8%	1.4%	1.5%
SK Teachers' Federation	87	91	89	99	95	4	4	5	6	6	4.6%	4.4%	5.6%	6.1%	6.3%
SK Water Corporation	241	237	229	239	75	3	5	2	1	1	1.2%	2.1%	0.9%	0.4%	1.3%
SK Watershed Authority	21	20	26	25	179	0	0	0	0	2	0.0%	0.0%	0.0%	0.0%	1.1%
SPMC	1068	1080	1093	1038	1024	51	29	30	30	49	4.8%	2.7%	2.7%	2.9%	4.8%
STC	247	246	234	237	233	7	11	10	10	25	2.8%	4.5%	4.3%	4.2%	10.7%
The Co-operators	429	468	507	522	563	16	22	22	21	20	3.7%	4.7%	4.3%	4.0%	3.6%
University of Regina	1018	1060	1089	1144	1187	37	43	44	46	43	3.6%	4.1%	4.0%	4.0%	3.6%
University of Saskatchewan	3955	3910	4010	3892	3862	65	59	66	65	67	1.6%	1.5%	1.6%	1.7%	1.7%
Weyerhaeuser Saskatchewan	1159	1145	1649	1818	1658	0	0	0	80	96	0.0%	0.0%	0.0%	4.4%	5.8%
TOTAL	39764	40638	42710	43034	42151	1271	1336	1410	1554	1595	3.2%	3.3%	3.3%	3.6%	3.8%

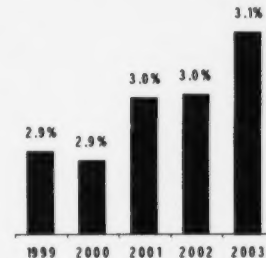
**Representation of
persons with disabilities
in sponsor workforce**



APPENDIX A - VISIBLE MINORITIES

EMPLOYERS	TOTAL WORKFORCE					VISIBLE MINORITIES					PERCENT				
	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003	1999	2000	2001	2002	2003
	<i>Representative goal: 5.4 (Regina) 5.2 (Saskatoon) 2.8 (Rural)</i>														
City of Prince Albert	370	402	394	340	302	1	2	8	4	3	0.3%	0.5%	2.0%	1.2%	1.0%
City of Regina	1655	2373	2279	2264	2293	10	14	33	34	36	0.6%	0.6%	1.4%	1.5%	1.6%
City of Saskatoon	2354	2469	2470	2470	2399	43	50	58	73	70	1.8%	2.0%	2.3%	3.0%	2.9%
Crown Investments Corporation	66	66	74	74	81	2	2	1	1	1	3.0%	3.0%	1.4%	1.4%	1.2%
Government of Saskatchewan	13295	12916	13021	13386	10477	363	355	363	372	246	2.7%	2.7%	2.8%	2.8%	2.3%
John Howard Society	33	36	N/A	N/A	25	3	5	N/A	N/A	1	9.1%	13.9%	N/A	N/A	4.0%
Law Society of Saskatchewan		20	22	22.7	22.7		0	4	4	4		0.0%	18.2%	17.6%	17.6%
Northlands College	112	112	113	150	172	5	4	4	1	1	4.5%	3.6%	3.5%	0.7%	0.6%
Parkland Regional College				72	77				1	2				1.4%	2.6%
P.A. Co-operative Health Centre	88	72	99	112	138	1	1	1	0	1	1.1%	1.4%	1.0%	0.0%	0.7%
Regina Police Service-Civilian	147	114	123	125	484	6	3	3	2	13	4.1%	2.6%	2.4%	1.6%	2.7%
Regina Police Service-Officers	319	324	328	317		12	14	14	12		3.8%	4.3%	4.3%		
Regina Public School Division	2025	2036	2037	2070	2087	39	35	44	44	45	1.9%	1.7%	2.2%	2.1%	2.2%
Regina Women's Community Centre	6	8	7	6	6	0	1	0	0	0	0.0%	12.5%	0.0%	0.0%	0.0%
Saskatoon Community Clinic	134	127	128	133	132	5	5	5	4	5	3.7%	3.9%	3.9%	3.0%	3.8%
Saskatoon Police Service					386					7					1.8%
SaskEnergy	994	1000	984	1014	993	13	13	12	15	16	1.3%	1.3%	1.2%	1.5%	1.6%
SaskPower	2250	2438	2452	2738	2736	38	21	32	32	34	1.7%	0.9%	1.3%	1.2%	1.2%
SaskTel	4653	4665	4246	4186	4315	78	104	92	112	132	1.7%	2.2%	2.2%	2.7%	3.1%
SGI	1610	1624	1588	1594	1613	42	41	40	38	49	2.6%	2.5%	2.5%	2.4%	3.0%
SIASST			1825	1927	1813			20	40	42			1.1%	2.1%	2.3%
SK Communications Network	21	22	22	24	26	2	2	2	1	1	9.5%	9.1%	9.1%	4.2%	3.8%
SK Crop Insurance Corp.	526	516	484	506	479	5	5	2	2	2	1.0%	1.0%	0.4%	0.4%	0.4%
SK Gaming Corporation	425	584	607	N/A	752	22	29	40	N/A	53	5.2%	5.0%	6.6%	N/A	7.1%
SK Human Rights Commission	31	35	33	39	34	4	4	4	4	4	12.9%	11.4%	12.1%	10.3%	11.8%
SK Legal Aid Commission	135	136	141	136	143	3	3	3	3	2	2.2%	2.2%	2.1%	2.2%	1.4%
SK Liquor and Gaming Authority					1010					22					2.2%
SK Opportunities Corporation	55	73	90	107	74	1	2	5	4	1	1.8%	2.7%	5.6%	3.7%	1.4%
SK Research Council	235	213	217	207	205	27	24	25	23	20	11.5%	11.3%	11.5%	11.1%	9.8%
SK Teachers' Federation	87	91	89	99	95	1	1	1	2	2	1.2%	1.1%	1.1%	2.0%	2.1%
SK Water Corporation	241	237	229	239	75	5	5	5	7	1	2.1%	2.1%	2.2%	2.9%	1.3%
SK Watershed Authority	21	20	26	25	179	0	0	1	0	8	0.0%	0.0%	3.8%	0.0%	4.5%
SPMC	1068	1080	1093	1038	1024	32	18	25	23	32	3.0%	1.7%	2.3%	2.2%	3.1%
STC	247	246	234	237	233	6	5	6	5	4	2.4%	2.0%	2.6%	2.1%	1.7%
The Co-operators	429	468	507	551	563	17	22	20	20	18	4.0%	4.7%	3.9%	3.6%	3.2%
University of Regina	1018	1060	1089	1144	1187	75	96	105	108	107	7.4%	9.1%	9.6%	9.4%	9.0%
University of Saskatchewan	3955	3910	4010	3892	3862	287	278	295	293	299	7.3%	7.1%	7.4%	7.5%	7.7%
Weyerhaeuser Saskatchewan	1159	1145	1649	1818	1658	6	8	8	11	31	0.5%	0.7%	0.5%	0.6%	1.9%
TOTAL	39764	40638	42710	43063	42151	1154	1172	1281	1295	1315	2.9%	2.9%	3.0%	3.0%	3.1%

Representation of visible minorities in sponsor workforce



APPENDIX B - WOMEN IN MANAGEMENT

Employers	MANAGEMENT WORKFORCE			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	WOMEN	%	TOTAL	WOMEN	%	TOTAL	WOMEN	%
City of Prince Albert	37	7	18.9%	11	2	18.2%	26	5	19.2%
City of Regina	75	21	28.0%	20	4	20.0%	55	17	30.9%
City of Saskatoon	112	18	16.1%	8	2	25.0%	104	16	15.4%
Crown Investments Corporation	25	9	36.0%	6	1	16.7%	19	8	42.1%
Government of Saskatchewan	N/A								
John Howard Society	3	1	33.3%	1	0	0.0%	2	1	50.0%
Law Society of Saskatchewan	8	5	62.5%	3	2	66.7%	5	3	60.0%
Northlands College	8	4	50.0%	1	0	0.0%	7	4	57.1%
P.A. Co-operative Health Centre	9	7	77.8%	1	1	100.0%	8	6	75.0%
Parkland Regional College	7	5	71.4%	1	1	100.0%	6	4	66.7%
Regina Police Service	16	4	25.0%	3	0	0.0%	13	4	30.8%
Regina Public School Division	135	67	49.6%	14	7	50.0%	121	60	49.6%
Regina Women's Community Centre	N/A								
Saskatoon Community Clinic	12	7	58.3%	2	0	0.0%	10	7	70.0%
Saskatoon Police Service	N/A								
SaskEnergy	188	71	37.8%	11	1	9.1%	177	70	39.5%
SaskPower	83	11	13.3%	11	1	9.1%	72	10	13.9%
SaskTel	475	160	33.7%	11	1	9.1%	464	159	34.3%
SGI	181	64	35.4%	23	7	30.4%	158	57	36.1%
SIAST	175	61	34.9%	13	3	23.1%	162	58	35.8%
SK Communications Network	14	6	42.9%	1	0	0.0%	13	6	46.2%
SK Crop Insurance Corp.	18	2	11.1%	8	1	12.5%	10	1	10.0%
SK Gaming Corporation	64	30	46.9%	11	4	36.4%	53	26	49.1%
SK Human Rights Commission	7	5	71.4%	2	2	100.0%	5	3	60.0%
SK Legal Aid Commission	17	7	41.2%	1	1	100.0%	16	6	37.5%
SK Liquor and Gaming Authority	175	57	32.6%	7	3	42.9%	168	54	32.1%
SK Opportunities Corporation	11	1	9.1%	2	1	50.0%	9	0	0.0%
SK Research Council	25	2	8.0%	9	1	11.1%	16	1	6.3%
SK Teachers' Federation	19	12	63.2%	2	0	0.0%	17	12	70.6%
SK Water Corporation	13	2	15.4%	4	0	0.0%	9	2	22.2%
SK Watershed Authority	32	4	12.5%	4	0	0.0%	28	4	14.3%
SPMC	164	40	24.4%	48	9	18.8%	116	31	26.7%
STC	19	3	15.8%	3	0	0.0%	16	3	18.8%
The Co-operators	35	11	31.4%	8	2	25.0%	27	9	33.3%
University of Regina	92	43	46.7%	56	15	26.8%	36	28	77.8%
University of Saskatchewan	211	119	56.4%	23	6	26.1%	188	113	60.1%
Weyerhaeuser Saskatchewan	264	40	15.2%	7	1	14.3%	257	39	15.2%
TOTAL	2729	906	33.2%	336	79	23.5%	2393	827	34.6%

APPENDIX B - ABORIGINAL PEOPLE IN MANAGEMENT

City of Prince Albert	37	2	5.4%	11	1	9.1%	26	1	3.8%
City of Regina	75	0	0.0%	20	0	0.0%	55	0	0.0%
City of Saskatoon	112	3	2.7%	8	0	0.0%	104	3	2.9%
Crown Investments Corporation	25	0	0.0%	6	0	0.0%	19	0	0.0%
Government of Saskatchewan	N/A								
John Howard Society	3	0	0.0%	1	0	0.0%	2	0	0.0%
Law Society of Saskatchewan	8	0	0.0%	3	0	0.0%	5	0	0.0%
Northlands College	8	4	50.0%	1	0	0.0%	7	4	57.1%
P.A. Co-operative Health Centre	9	0	0.0%	1	0	0.0%	8	0	0.0%
Parkland Regional College	7	0	0.0%	1	0	0.0%	6	0	0.0%
Regina Police Service	16	0	0.0%	3	0	0.0%	13	0	0.0%
Regina Public School Division	135	3	2.2%	14	0	0.0%	121	3	2.5%
Regina Women's Community Centre	N/A								
Saskatoon Community Clinic	12	0	0.0%	2	0	0.0%	10	0	0.0%
Saskatoon Police Service	N/A								
SaskEnergy	188	4	2.1%	11	0	0.0%	177	4	2.3%
SaskPower	83	1	1.2%	11	0	0.0%	72	1	1.4%
SaskTel	475	11	2.3%	11	0	0.0%	464	11	2.4%
SGL	181	10	5.5%	23	1	4.3%	158	9	5.7%
SIASST	175	3	1.7%	13	1	7.7%	162	2	1.2%
SK Communications Network	14	1	7.1%	1	0	0.0%	13	1	7.7%
SK Crop Insurance Corp.	18	0	0.0%	8	0	0.0%	10	0	0.0%
SK Gaming Corporation	64	21	32.8%	11	2	18.2%	53	19	35.8%
SK Human Rights Commission	7	0	0.0%	2	0	0.0%	5	0	0.0%
SK Legal Aid Commission	17	0	0.0%	1	0	0.0%	16	0	0.0%
SK Liquor and Gaming Authority	175	9	7.0%	7	0	0.0%	168	9	5.4%
SK Opportunities Corporation	11	0	0.0%	2	0	0.0%	9	0	0.0%
SK Research Council	25	1	4.0%	9	0	0.0%	16	1	6.3%
SK Teachers' Federation	19	0	0.0%	2	0	0.0%	17	0	0.0%
SK Water Corporation	13	1	7.7%	4	1	25.0%	9	0	0.0%
SK Watershed Authority	32	0	0.0%	4	0	0.0%	28	0	0.0%
SPMC	164	0	0.0%	48	0	0.0%	116	0	0.0%
STC	19	0	0.0%	3	0	0.0%	16	0	0.0%
The Co-operators	35	0	0.0%	8	0	0.0%	27	0	0.0%
University of Regina	92	2	2.2%	56	1	1.8%	36	1	2.8%
University of Saskatchewan	211	4	1.9%	23	0	0.0%	188	4	2.1%
Weyerhaeuser Saskatchewan	264	80	30.3%	7	0	0.0%	257	80	31.1%
TOTAL	2729	158	5.8%	336	7	2.1%	2393	153	6.4%

APPENDIX B - PERSONS WITH DISABILITIES IN MANAGEMENT

Employers	MANAGEMENT WORKFORCE			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	People with disabilities	%	TOTAL	People with disabilities	%	TOTAL	People with disabilities	%
City of Prince Albert	37	0	0.0%	11	0	0.0%	26	0	0.0%
City of Regina	75	6	8.0%	20	1	5.0%	55	5	9.1%
City of Saskatoon	112	3	2.7%	8	0	0.0%	104	3	2.9%
Crown Investments Corporation	25	3	12.0%	6	1	16.7%	19	2	10.5%
Government of Saskatchewan	N/A								
John Howard Society	3	0	0.0%	1	0	0.0%	2	0	0.0%
Law Society of Saskatchewan	8	0	0.0%	3	0	0.0%	5	0	0.0%
Northlands College	8	1	12.5%	1	0	0.0%	7	1	14.3%
P.A. Co-operative Health Centre	9	1	11.1%	1	0	0.0%	8	1	12.5%
Parkland Regional College	7	1	14.3%	1	0	0.0%	6	1	16.7%
Regina Police Service	16	0	0.0%	3	0	0.0%	13	0	0.0%
Regina Public School Division	135	5	3.7%	14	1	7.1%	121	4	3.3%
Regina Women's Community Centre	N/A								
Saskatoon Community Clinic	12	0	0.0%	2	0	0.0%	10	0	0.0%
Saskatoon Police Service	N/A								
SaskEnergy	188	2	1.1%	11	0	0.0%	177	2	1.1%
SaskPower	83	1	1.2%	11	0	0.0%	72	1	1.4%
SaskTel	475	16	3.4%	11	0	0.0%	464	16	3.4%
SGI	181	12	6.6%	23	1	4.3%	158	11	7.0%
SIAST	175	7	4.0%	13	1	7.7%	162	6	3.7%
SK Communications Network	14	0	0.0%	1	0	0.0%	13	0	0.0%
SK Crop Insurance Corp.	18	0	0.0%	8	0	0.0%	10	0	0.0%
SK Gaming Corporation	64	1	1.6%	11	1	9.1%	53	0	0.0%
SK Human Rights Commission	7	0	0.0%	2	0	0.0%	5	0	0.0%
SK Legal Aid Commission	17	0	0.0%	1	0	0.0%	16	0	0.0%
SK Liquor and Gaming Authority	175	6	3.4%	7	1	14.3%	168	5	3.0%
SK Opportunities Corporation	11	0	0.0%	2	0	0.0%	9	0	0.0%
SK Research Council	25	0	0.0%	9	0	0.0%	16	0	0.0%
SK Teachers' Federation	19	0	0.0%	2	0	0.0%	17	0	0.0%
SK Water Corporation	13	0	0.0%	4	0	0.0%	9	0	0.0%
SK Watershed Authority	32	0	0.0%	4	0	0.0%	28	0	0.0%
SPMC	164	0	0.0%	48	0	0.0%	116	0	0.0%
STC	19	0	0.0%	3	0	0.0%	16	0	0.0%
The Co-operators	35	2	5.7%	8	1	12.5%	27	1	3.7%
University of Regina	92	2	2.2%	56	0	0.0%	36	2	5.6%
University of Saskatchewan	211	3	1.4%	23	0	0.0%	188	3	1.6%
Weyerhaeuser Saskatchewan	264	4	1.5%	7	0	0.0%	257	4	1.6%
TOTAL	2729	76	2.8%	336	8	2.4%	2393	68	2.8%

APPENDIX B - VISIBLE MINORITIES IN MANAGEMENT

Employers	MANAGEMENT WORKFORCE			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	VISIBLE MINORITIES	%	TOTAL	VISIBLE MINORITIES	%	TOTAL	VISIBLE MINORITIES	%
City of Prince Albert	37	0	0.0%	11	0	0.0%	26	0	0.0%
City of Regina	75	0	0.0%	20	0	0.0%	55	0	0.0%
City of Saskatoon	112	3	2.7%	8	0	0.0%	104	3	2.9%
Crown Investments Corporation	25	0	0.0%	6	0	0.0%	19	0	0.0%
Government of Saskatchewan	N/A								
John Howard Society	3	0	0.0%	1	0	0.0%	2	0	0.0%
Law Society of Saskatchewan	8	0	0.0%	3	0	0.0%	5	0	0.0%
Northlands College	8	0	0.0%	1	0	0.0%	7	0	0.0%
P.A. Co-operative Health Centre	9	0	0.0%	1	0	0.0%	8	0	0.0%
Parkland Regional College	7	1	14.3%	1	0	0.0%	6	1	16.7%
Regina Police Service	16	0	0.0%	3	0	0.0%	13	0	0.0%
Regina Public School Division	135	1	0.7%	14	0	0.0%	121	1	0.8%
Regina Women's Community Centre	N/A								
Saskatoon Community Clinic	12	0	0.0%	2	0	0.0%	10	0	0.0%
Saskatoon Police Service	N/A								
SaskEnergy	188	4	2.1%	11	0	0.0%	177	4	2.3%
SaskPower	83	0	0.0%	11	0	0.0%	72	0	0.0%
SaskTel	475	10	2.1%	11	0	0.0%	464	10	2.2%
SGI	181	1	0.6%	23	0	0.0%	158	1	0.6%
SIAS	175	5	2.9%	13	0	0.0%	162	5	3.1%
SK Communications Network	14	0	0.0%	1	0	0.0%	13	0	0.0%
SK Crop Insurance Corp.	18	0	0.0%	8	0	0.0%	10	0	0.0%
SK Gaming Corporation	64	3	4.7%	11	0	0.0%	53	3	5.7%
SK Human Rights Commission	7	0	0.0%	2	0	0.0%	5	0	0.0%
SK Legal Aid Commission	17	0	0.0%	1	0	0.0%	16	0	0.0%
SK Liquor and Gaming Authority	175	5	2.9%	7	0	0.0%	168	5	3.0%
SK Opportunities Corporation	11	0	0.0%	2	0	0.0%	9	0	0.0%
SK Research Council	25	5	20.0%	9	2	22.2%	16	3	18.8%
SK Teachers' Federation	19	1	5.3%	2	0	0.0%	17	1	5.9%
SK Water Corporation	13	1	7.7%	4	0	0.0%	9	1	11.1%
SK Watershed Authority	32	2	6.3%	4	0	0.0%	28	2	7.1%
SPMC	164	3	1.8%	48	0	0.0%	116	3	2.6%
STC	19	0	0.0%	3	0	0.0%	16	0	0.0%
The Co-operators	35	0	0.0%	8	0	0.0%	27	0	0.0%
University of Regina	92	2	2.2%	56	2	3.6%	36	0	0.0%
University of Saskatchewan	211	9	4.3%	23	0	0.0%	188	9	4.8%
Weyerhaeuser Saskatchewan	264	0	0.0%	7	0	0.0%	257	0	0.0%
TOTAL	2729	56	2.1%	336	4	1.2%	2393	52	2.2%

